

APPENDIX C, Army Operating Procedures

NH - BROADBAND LEVEL DESCRIPTORS

CAREER PATH: (1) BUSINESS MANAGEMENT &
TECHNICAL MANAGEMENT PROFESSIONAL

FACTOR: 1. - PROBLEM SOLVING

FACTOR DESCRIPTION: This factor describes/captures personal and organizational problem-solving results.

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):
Work is timely, efficient, and of acceptable quality. Completed work meets projects/programs objectives.
Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

LEVEL DESCRIPTORS	DISCRIMINATORS
Level I <ul style="list-style-type: none"> • Performs activities on a task; assists supervisor or other appropriate personnel. • Resolves routine problems within established guidelines. • Independently performs assigned tasks within area of responsibility; refers situations to supervisor or other appropriate personnel when existing guidelines do not apply. • Takes initiative in determining and implementing appropriate procedures. 	- Scope/Impact - Complexity/Difficulty - Independence - Creativity
Level II <ul style="list-style-type: none"> • Plans and conducts functional technical activities for projects/programs. • Identifies, analyzes, and resolves complex/difficult problems. • Independently identifies and resolves conventional problems which may require deviations from accepted policies or instructions. • Adapts existing plans and techniques to accomplish complex projects/programs. Recommends improvements to the design or operation of systems, equipment, or processes. 	- Scope/Impact - Complexity/Difficulty - Independence - Creativity
Level III <ul style="list-style-type: none"> • Independently defines, directs, or leads highly challenging projects/programs. Identifies and resolves highly complex problems not susceptible to treatment by accepted methods. • Develops, integrates, and implements solutions to diverse, highly complex problems across multiple areas and disciplines. • Anticipates problems, develops sound solutions and action plans to ensure program/mission accomplishment. • Develops plans and techniques to fit new situations to improve overall program and policies. Establishes precedents in application of problem-solving techniques to enhance existing processes. 	- Scope/Impact - Complexity/Difficulty - Independence - Creativity
Level IV	

<ul style="list-style-type: none"> • Defines, establishes, and directs organizational focus (on challenging and highly complex project/ programs). Identifies and resolves highly complex problems that cross organizational boundaries and promulgates solutions. Resolution of problems requires mastery of the field to develop new hypotheses or fundamental new concepts. • Assesses and provides strategic direction for resolution of mission critical problems, policies, and procedures. • Works at senior level to define, integrate, and implement strategic direction for vital programs with long-term impact on large numbers of people. Initiates actions to resolve major organizational issues. Promulgates innovative solutions and methodologies. • Works with senior management to establish new fundamental concepts and criteria and stimulate the development of new policies, methodologies, and techniques. Converts strategic goals into programs or policies. 	<ul style="list-style-type: none"> - Scope/Impact - Complexity/Difficulty - Independence - Creativity
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CAREER PATH: (1) BUSINESS MANAGEMENT &
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FACTOR: 2. - TEAMWORK/COOPERATION

FACTOR DESCRIPTION: This factor, applicable to all teams, describes/captures individual and organizational teamwork and cooperation.

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Personal and organizational interactions exhibit and foster cooperation and teamwork. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

LEVEL DESCRIPTORS	DISCRIMINATORS
<p>Level I</p> <ul style="list-style-type: none"> • Works with others to accomplish routine tasks • Contributes ideas in own area of expertise. Interacts cooperatively with others. • Regularly completes assignments in support of team goals. 	<ul style="list-style-type: none"> - Scope of Team Effort - Contribution to Team - Effectiveness
<p>Level II</p> <ul style="list-style-type: none"> • Works with others to accomplish projects/programs. • Uses varied approaches to resolve or collaborate on projects/programs issues. Facilitates cooperative interactions with others. • Guides/supports others in executing team assignments. Proactively functions as an integral part of the team. 	<ul style="list-style-type: none"> - Scope of Team Effort - Contribution to Team - Effectiveness
<p>Level III</p> <ul style="list-style-type: none"> • Works with others to accomplish complex projects/programs. • Applies innovative approaches to resolve unusual/difficult issues significantly impacting important policies or programs. Promotes and maintains environment for cooperation and teamwork. • Leads and guides others in formulating and executing team plans. Expertise is sought by peers. 	<ul style="list-style-type: none"> - Scope of Team Effort - Contribution to Team - Effectiveness
<p>Level IV</p> <ul style="list-style-type: none"> • Leads/guides/mentors workforce in dealing with complex problems. • Solves broad organizational issues. Implements strategic plans within and across organizational components. Ensures a cooperative teamwork environment. • Leads/guides workforce in achieving organizational goals. Participates on high-level teams. Is sought out for consultation. 	<ul style="list-style-type: none"> - Scope of Team Effort - Contribution to Team - Effectiveness

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FACTOR: 3. - CUSTOMER RELATIONS

FACTOR DESCRIPTION: This factor describes/captures the effectiveness of personal and organizational interactions with customers (anyone to whom services or products are provided), both internal (within an assigned organization) and external (outside an assigned organization).

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):
Work is timely, efficient, and of acceptable quality. Personal and organizational interactions enhance customer relations and actively promote rapport with customers. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

LEVEL DESCRIPTORS	DISCRIMINATORS
<p>Level I</p> <ul style="list-style-type: none"> Independently carries out routine customer requests. Participates as a team member to meet customer needs. Interacts with customers on routine issues with appropriate guidance. 	<ul style="list-style-type: none"> - Breadth of Influence - Customer Needs - Customer Interaction Level
<p>Level II</p> <ul style="list-style-type: none"> Guides the technical/functional efforts of individuals or team members as they interact with customers. Initiates meetings and interactions with customers to understand customer needs/expectations. Interacts independently with customers to communicate information and coordinate actions. 	<ul style="list-style-type: none"> - Breadth of Influence - Customer Needs - Customer Interaction Level
<p>Level III</p> <ul style="list-style-type: none"> Guides and integrates functional efforts of individuals or teams in support of customer interaction. Seeks innovative approaches to satisfy customers. Establishes customer alliances, anticipates and fulfills customer needs, and translates customer needs to programs/projects. Interacts independently and proactively with customers to identify and define complex/difficult problems and to develop and implement strategies or techniques for resolving program/project problems (e.g., determining priorities and resolving conflict among customers' requirements). 	<ul style="list-style-type: none"> - Breadth of Influence - Customer Needs - Customer Interaction Level
<p>Level IV</p> <ul style="list-style-type: none"> Leads and manages the organizational interactions with customers from a strategic standpoint. Works to assess and promulgate political, fiscal, and other factors affecting customer and program/project needs. Works with customer at management levels to resolve problems affecting programs/projects(e.g., problems that involve determining priorities and resolving conflicts among customers' requirements). Works at senior level to stimulate customer alliances for program/project support. Stimulates, organizes, and leads overall customer interactions. 	<ul style="list-style-type: none"> - Breadth of Influence - Customer Needs - Customer Interaction Level

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 FACTOR: 4. - LEADERSHIP/SUPERVISION

FACTOR DESCRIPTION: This factor describes/captures individual and organizational leadership and/or supervision. Recruits, develops, motivates, and retains quality team members in accordance with EEO/AA and Merit Principles. Takes timely/appropriate personnel actions, communicates mission and organizational goals; by example, creates a positive, safe, and challenging work environment; distributes work and empowers team members.

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):
 Work is timely, efficient, and of acceptable quality. Leadership and/or supervision effectively promotes commitment to mission accomplishment. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

LEVEL DESCRIPTORS	DISCRIMINATORS
<p>LEVEL I</p> <ul style="list-style-type: none"> • Takes initiative in accomplishing assigned tasks. • Provides inputs to others in own technical/functional area. • Seeks and takes advantage of developmental opportunities. 	<ul style="list-style-type: none"> - Leadership Role - Breadth of Influence - Mentoring/Employee Development
<p>LEVEL II</p> <ul style="list-style-type: none"> • Actively contributes as a team member/leader; provides insight and recommends changes or solutions to problems. • Proactively guides, coordinates, and consults with others to accomplish projects. • Identifies and pursues individual/team development opportunities. 	<ul style="list-style-type: none"> - Leadership Role - Breadth of Influence - Mentoring/Employee Development
<p>Level III</p> <ul style="list-style-type: none"> • Provides guidance to individuals/teams; resolves conflicts. Considered a functional/technical expert by others in the organization; is regularly sought out by others for advice and assistance. • Defines, organizes, and assigns activities to accomplish projects/programs goals. Guides, motivates, and oversees the activities of individuals and teams with focus on projects/programs issues. • Fosters individual/team development by mentoring. Pursues or creates training development programs for self and others. 	<ul style="list-style-type: none"> - Leadership Role - Breadth of Influence - Mentoring/Employee Development
<p>LEVEL IV</p> <ul style="list-style-type: none"> • Establishes and/or leads teams to carry out complex projects or programs. Resolves conflicts. Creates climate where empowerment and creativity thrive. Recognized as a technical/functional authority on specific issues. • Leads, defines, manages, and integrates efforts of several groups or teams. Ensures organizational mission and program success. • Fosters the development of other team members by providing guidance or sharing expertise. Directs assignments to encourage employee development and cross-functional growth to meet organizational needs. Pursues personal professional development. 	<ul style="list-style-type: none"> - Leadership Role - Breadth of Influence - Mentoring/Employee Development

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FACTOR: 5. - COMMUNICATION

FACTOR DESCRIPTION: This factor describes/captures the effectiveness of oral/written communications.

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Communications are clear, concise, and at appropriate level. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

LEVEL DESCRIPTORS	DISCRIMINATORS
<p>LEVEL I</p> <ul style="list-style-type: none"> • Communicates routine task status/results as required. • Provides timely data and written analyses for input to management/technical reports or contractual documents. • Explains status/results of assigned tasks. 	<ul style="list-style-type: none"> - Level of Interaction (Audience) - Written - Oral
<p>LEVEL II</p> <ul style="list-style-type: none"> • Communicates team or group tasking results, internally and externally, at peer levels. • Writes, or is a major contributor to, management/technical reports or contractual documents. • Presents informational briefings. 	<ul style="list-style-type: none"> - Level of Interaction (Audience) - Written - Oral
<p>LEVEL III</p> <ul style="list-style-type: none"> • Communicates project or program results to all levels, internally and externally. • Reviews and approves, or is a major contributor to/ lead author of, management reports or contractual documents for external distribution. Provides inputs to policies. • Presents briefings to obtain consensus/approval. 	<ul style="list-style-type: none"> - Level of Interaction (Audience) - Written - Oral
<p>LEVEL IV</p> <ul style="list-style-type: none"> • Determines and communicates organizational positions on major projects or policies to senior level. • Prepares, reviews, and approves major reports or policies of organization for internal and external distribution. Resolves diverse viewpoints/controversial issues. • Presents organizational briefings to convey strategic vision or organizational policies. 	<ul style="list-style-type: none"> - Level of Interaction (Audience) - Written - Oral

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FACTOR: 6. - RESOURCE MANAGEMENT

FACTOR DESCRIPTION: This factor describes/captures personal and organizational utilization of resources to accomplish the mission. (Resources include, but are not limited to, personal time, equipment and facilities, human resources, and funds.)

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):
Work is timely, efficient, and of acceptable quality. Resources are utilized effectively to accomplish mission. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

LEVEL DESCRIPTORS	DISCRIMINATORS
<p>LEVEL I</p> <ul style="list-style-type: none"> • Uses assigned resources needed to accomplish tasks. • Plans individual time and assigned resources to accomplish tasks. • Effectively accomplishes assigned tasks. 	<ul style="list-style-type: none"> - Scope of Responsibility - Planning/Budgeting - Execution/Efficiency
<p>LEVEL II</p> <ul style="list-style-type: none"> • Plans and utilizes appropriate resources to accomplish project goals. • Optimizes resources to accomplish projects/programs within established schedules. • Effectively accomplishes projects/programs goals within established resource guidelines. 	<ul style="list-style-type: none"> - Scope of Responsibility - Planning/Budgeting - Execution/Efficiency
<p>LEVEL III</p> <ul style="list-style-type: none"> • Plans and allocates resources to accomplish multiple projects/programs. • Identifies and optimizes resources to accomplish multiple projects/programs goals. • Effectively accomplishes multiple projects/programs goals within established guidelines. 	<ul style="list-style-type: none"> - Scope of Responsibility - Planning/Budgeting - Execution/Efficiency
<p>LEVEL IV</p> <ul style="list-style-type: none"> • Develops, acquires, and allocates resources to accomplish mission goals and strategic objectives. • Formulates organizational strategies, tactics, and budget/action plan to acquire and allocate resources. • Optimizes, controls, and manages all resources across projects/programs. Develops and integrates innovative approaches to attain goals and minimize expenditures. 	<ul style="list-style-type: none"> - Scope of Responsibility - Planning/Budgeting - Execution/Efficiency